

Profile of the ENTP

(Inventor / Visionary)

Compiled and edited by Minh Tan

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This document contains detailed information about the *ENTP* Jung personality profile. The content references concepts already mentioned in the document called *Understanding your Personality Assessment Results*, which can be found on the [Digital Citizen](#) website. If you are reading this and do not understand some of the content, please refer to the referenced document.

This personality profile comes with the following analysis:

- Portraits (summaries)
- Traits, strengths and weaknesses
- Possible career paths
- Relationships (strengths, weaknesses, lovers, Parents, friends)
- Personal growth (success, happiness, problems, solutions, rules to live by)

The analyses here combine work done by Carl Jung, Katharine Cook Briggs and her daughter, Isabel Briggs Myers, and David Keirsey. Myers & Briggs built their work on Jung's, and Keirsey expanded and revised some of their work. At times, the outcomes conflict in small ways, and they are noted. However, all their works are presented for you to embrace whichever appeals to you.

A read of the Keirsey Temperament documents, found on the [Digital Citizen](#) website, is highly recommended if you want to know more about a profile's tendencies beyond what is here. The document you want is the one with Preference letters found in the profile you want.

Words of Caution in Interpreting This Material

The biggest mistake I often see with the presentation of personality assessment results is that they are spoken of in absolute terms, when they should be discussed as majority tendencies.

You got a percentage score with each of your Jung type preferences (letter) if you took the test I supplied. That score is an indication of how strong you have those tendencies. A 75% score on Thinking, for example, means you rely on Thinking about 75% of the time to make decisions rather than Feelings. But it also means you use or value Feelings 25% of the time, rather than that you are a Thinking decision-maker all of the time. You have to keep these percentages in mind when interpreting this content as it may apply to you or someone else.

Do **NOT** compare your percentage scores with someone else's as if they were absolute. That is, if you had a 75% Thinking score, that does not mean you are more logical than someone with a 65% Thinking score. The best way I can think to illustrate this is with an analogy. Your percentage is like how you break up *your* "pie", where the whole is both Preferences (Thinking and Feeling here). Someone could have a 55% Thinking score & be more logical in their decision-making than you. That's because *their* "pie" might be bigger than yours. They may put more of, both, Thinking and Feeling, into their decision-making, or may be capable of more complex logical decision-making than you. They just don't rely on Thinking 75% of the time like you. That's all those percentages mean, so keep your % scores only for your own comparison.

While it may more convenient, less convoluted and more convincing to discuss your results in absolute terms, it is not true. People are complex and there's no way of "dumbing them down" to understand them. All that does is either create misunderstandings or skepticism in the results.

Use the Results as a Starting Point, Not an End Point

Jung's personality type results are generalized, so they can be used as prejudice if you use them as an end point to judge others. This is true if you use the results to judge individuals and condemn them to certain behaviours *all* of the time, when you know it is only true more times than not. It is also unfair to expect all people of a certain personality type to all behave the same way given a certain situation, as each has freedom to behave any way in any certain situations.

Humans are not preprogrammed machines. We do not behave with absolute consistency. We just have tendencies. We are creatures of habit, not logic. As a result, use the Jung personality type results as a starting point to understand each other, not an end point to condemn each other.

Portrait I – The Inventor

In the Keirsey Temperament version of the Jung personality type system, the *ENTP* profile is known as the *Inventor*, though this is meant to be career advice. Here is Keirsey's description.

Inventors begin building gadgets and mechanisms as young children, and never really stop, though as adults they will turn their inventiveness to many kinds of organizations, social as well as mechanical. There aren't many Inventors, say about two percent of the population, but they have great impact on our everyday lives. With their innovative, entrepreneurial spirit, Inventors are always on the lookout for a better way, always eyeing new projects, new enterprises, new processes. Always aiming to "build a better mousetrap." Inventors are keenly pragmatic, and often become expert at devising the most effective means to accomplish their ends. They are the most reluctant of all the types to do things in a particular manner just because that's the way they have been done. As a result, they often bring fresh, new approaches to their work and play. They are intensely curious & continuously probe for possibilities, especially when trying to solve complex problems. Inventors are filled with ideas, but value ideas only when they make possible actions & objects. Thus they see product design not as an end in itself, but as a means to an end, as a way of devising the prototype that works and that can be brought to market. Inventors are confident in their pragmatism, counting on their ability to find effective ways and means when they need them, rather than making a detailed blueprint in advance. A rough idea is all they need to feel ready to proceed into action.

Inventors often have a lively circle of friends and are interested in their ideas and activities. They are usually easy-going, seldom critical or carping. Inventors can be engaging conversationalists, able to express their own complicated ideas & to follow the ideas of others. When arguing issues, however, they may deliberately employ debate skills to the serious disadvantage of opponents.

Inventors are usually non-conformists in the workplace, and can succeed in many areas as long as the job does not involve too much humdrum routine. They make good leaders on pilot projects that test their ingenuity. And they are skilled at engineering human relationships and human systems, quickly grasping the politics of institutions and always wanting to understand the people within the system rather than tell them what to do. No matter what their occupation, however, Inventors display an extraordinary talent for rising to the demands of even the most

impossible situations. “It can’t be done” is a challenge to an Inventor and elicits a reaction of “I can do it.”

Portrait II – The Visionary

The *ENTP* profile is also often called the *Visionary*. This is how the ENTP profile is also often summarized.

As an ENTP, your primary mode of living is focused externally, where you take things in primarily via your iNtuition. Your secondary mode is internal, where you deal with things rationally and logically.

With Extraverted iNtuition dominating their personality, the ENTP’s primary interest in life is understanding the world that they live in. They are constantly absorbing ideas and images about the situations they are presented in their lives. Using their iNtuition to process this information, they are usually extremely quick and accurate in their ability to size up a situation. With the exception of their ENFP cousin, the ENTP has a deeper understanding of their environment than any of the other types.

This ability to iNtuitively understand people & situations puts the ENTP at a distinct advantage in their lives. They generally understand things quickly and with great depth. Accordingly, they are quite flexible and adapt well to a wide range of tasks. They are good at most anything that interests them. As they grow & further develop their iNtuitive abilities and insights, they become very aware of possibilities, and this makes them quite resourceful when solving problems.

ENTPs are idea people. Their perceptive abilities cause them to see possibilities everywhere. They get excited and enthusiastic about their ideas, and are able to spread their enthusiasm to others. In this way, they get the support that they need to fulfill their visions.

ENTPs are less interested in developing plans of actions or making decisions than they are in generating possibilities and ideas. Following through on the implementation of an idea is usually a chore to the ENTP. For some ENTPs, this results in the habit of never finishing what they start. The ENTP who has not developed their Thinking process will have problems with jumping enthusiastically from idea to idea, without following through on their plans. The ENTP needs to take care to think through their ideas fully in order to take advantage of them.

The ENTP’s auxiliary process of Introverted Thinking drives their decision making process. Although the ENTP is more interested in absorbing information than in making decisions, they are quite rational and logical in reaching conclusions. When they apply Thinking to their iNtuitive perceptions, the outcome can be very powerful indeed. A well-developed ENTP is extremely visionary, inventive, and enterprising.

ENTPs are fluent conversationalists, mentally quick, and enjoy verbal sparring with others. They love to debate issues, and may even switch sides sometimes just for the love of the debate. When they express their underlying principles, however, they may feel awkward and speak abruptly and intensely.

The ENTP personality type is sometimes referred to the “Lawyer” type. The ENTP “lawyer” quickly and accurately understands a situation, and objectively and logically acts upon the situation. Their Thinking side makes their actions and decisions based on an objective list of rules or laws. If the ENTP was defending someone who had actually committed a crime, they are likely to take advantage of quirks in the law that will get their client off the hook. If they were to actually win the case, they would see their actions as completely fair and proper to the situation, because their actions were lawful. The guilt or innocence of their client would not be as relevant. If this type of reasoning goes completely unchecked by the ENTP, it could result in a character that is perceived by others as unethical or even dishonest. The ENTP, who does not naturally consider the more personal or human element in decision making, should take care to notice the subjective, personal side of situations. This is a potential problem area for ENTPs. Although their logical abilities lend strength and purpose to the ENTP, they may also isolate them from their feelings and from other people.

The least developed area for the ENTP is the Sensing-Feeling arena. If the Sensing areas are neglected, the ENTP may tend to not take care of details in their life. If the Feeling part of themselves is neglected, the ENTP may not value other people’s input enough, or may become overly harsh and aggressive.

Under stress, the ENTP may lose their ability to generate possibilities, and become obsessed with minor details. These details may seem to be extremely important to the ENTP, but in reality are usually not important to the big picture.

In general, ENTPs are upbeat visionaries. They highly value knowledge, and spend much of their lives seeking a higher understanding. They live in the world of possibilities, and become excited about concepts, challenges and difficulties. When presented with a problem, they’re good at improvising and quickly come up with a creative solution. Creative, clever, curious, and theoretical, ENTPs have a broad range of possibilities in their lives.

Jungian Preference Ordering

- **Dominant:** Extraverted iNtuition
- **Auxiliary:** Introverted Thinking
- **Tertiary:** Extraverted Feeling
- **Inferior:** Introverted Sensing

Famous Inventors

- Thomas Edison
- Maria Montessori
- Walt Disney
- Benjamin Franklin
- Nicola Tesla
- Richard Feynman
- Sally Ride
- Abraham Lincoln
- Buckminster Fuller

ENTP Traits, Strengths and Weaknesses

Whether you’re a young adult trying to find your place in the world, or a not-so-young adult trying to find out if you’re moving along the right path, it’s important to understand yourself

and the personality traits which will impact your likeliness to succeed or fail at various careers. It's equally important to understand what is really important to you. When armed with an understanding of your strengths and weaknesses, and an awareness of what you truly value, you are in an excellent position to pick a career which you will find rewarding.

ENTPs generally have the following traits:

- Project-oriented
- Enjoy generating ideas and theories
- Creative and ingenious
- Bright and capable
- Flexible and Diverse
- Excellent communication skills
- Enjoy debating issues with other people
- Excellent people skills
- Natural leaders, but do not like to control people
- Resist being controlled by people
- Lively and energetic; able to motivate others
- Highly value knowledge and competence
- Logical, rational thinkers
- Able to grasp difficult concepts and theories
- Enjoy solving difficult problems
- Dislike confining schedules and environments
- Dislike routine, detailed tasks

ENTPs are fortunate in that they have a wide range of capabilities. They are generally good at anything which has captured their interest. ENTPs are likely to be successful in many different careers. Since they have a lot of options open to them, ENTPs will do well to choose professions which allow them a lot of personal freedom where they can use their creativity to generate new ideas and solve problems. They will not be completely happy in positions which are regimented or confining.

Career Suggestions for the ENTP

Research has shown that many of the different Personality Types tend to have distinct preferences in their choice of careers. We have incorporated observations of each type's character traits which affect career choice along with some suggestions for possible directions. We have also included lists of actual careers which the various types have chosen in their lives.

This material is provided for your reference, and is intended to be an informational guide. It does not comprise a complete analysis of ideal careers for individuals & does not guarantee success or failure at any occupation. As we know, individuals vary greatly. However, we highly encourage personal self-knowledge & research in your quest to live up to your fullest, and for this reason we provide you with this information. For a complete & personal evaluation of career possibilities, you should speak with a career guidance counselor.

- Lawyers
- Psychologists
- Entrepreneurs
- Photographers
- Consultants
- Engineers
- Scientists
- Actors
- Sales Representatives
- Marketing Personnel
- Computer Programmer, Systems Analyst, or Computer Specialist

Personality and Relationships

“And above all, have fervent love for one another: for love shall cover the multitude of sins.”

– Peter 4:8

Most of us are probably allured by the attractive notion that effortless relationships exist. Whether it be happily-ever-after marriages, or friendships which last forever, or parent/child bonds which supersede the need to understand each other, we’d all like to believe that our most intimate relationships are unconditional, and strong enough to withstand whatever may come. However, at some point in our lives most of us need to face the fact that relationships require effort to keep them strong and positive, and that even wonderful, strong relationships can be destroyed by neglect.

Whether you’re looking to improve a love relationship, familial relationships, friendships, or employer/employee relationships, understanding your own personality type and the personality type of the other person involved in the relationship will bring a new dynamic to the situation, which will allow better understanding and communication. Although the different types of relationships have very different characteristics and specific needs, there are two basic areas which seem to be critical in all relationships: *Expectations and Communication*. What do we expect from ourselves and the other person involved in the relationship? How do we communicate these expectations, and our feelings and opinions to the person in the relationship? How does our personality type affect our expectations and methods of communication? Does our personality type affect who we are romantically attracted to? How does it affect who our friends are, and who we work with best? These are the questions which we address following.

****Disclaimer****

Please note that we are not prescribing an absolute solution to your relationship problems, nor are we stating that there's any guarantee of improved odds with particular type pairings. Statistics show that individuals who are most happy within their marriages are those who have the highest levels of inner peace and those who have the most optimistic outlook on life in general. We do not address people's emotional standing here when discussing relationship issues, which is another important aspect of relationship dynamics.

Opposites Attract

That old concept and expression "opposites attract" has been batted around for centuries. And in fact, it's very true when it comes to love relationships. Through our research, we have noted that people are usually attracted to their opposite on the Extraversion/Introversion and Judging/Perceiving scales. We are naturally attracted to individuals who are different from ourselves – and therefore somewhat exciting. But it's not just the exciting differences which attract us to our opposites, it is also a natural quest for completion. We naturally are drawn towards individuals who have strengths which we are missing. When two opposites function as a couple, they become a more well-rounded, functioning unit. There is also the theory that our natural attraction to our opposites is a subconscious way of forcing us to deal with the weaker aspects of our own nature. While we are highly attracted to our opposites, two opposites involved in an intimate relationship have significant issues and communication barriers to overcome. So in a sense, our attraction to the opposite personality can be seen as our subconscious minds driving us towards becoming a more complete individual, by causing us to face the areas in life which are most difficult to us.

The same cannot be said for other kinds of relationships. When it comes to work colleagues, or friends, we are not especially interested in dealing with people who are very unlike ourselves. We are most comfortable with those who have similar interests and perspectives, and we do not show a lot of motivation or patience for dealing with our opposites.

Birds of a Feather Flock Together

Although we are attracted to people who are very different from us in the way we deal with the world, we are most attracted to others who have a similar focus in their lives. Couples who have the same dominant function in their personalities seems to have the longest and happiest relationships. So, for example, an individual whose dominant function is Introverted Sensing (ISTJ or ISFJ) seems to be naturally drawn towards partners with a dominant function of Extraverted Sensing (ESTP or ESFP).

We have also noticed that Sensors seem to communicate best with other Sensors, and that iNtuitives seem to communicate best with other iNtuitives. There seems to be a more equal partnership formed with people who communicate on the same level, although there are many successful relationships between Sensors and iNtuitives. Two individuals of any type who are well-developed & balanced can communicate effectively and make a relationship work, but most will communicate best with people who share their same information gathering preference.

With that in mind, it shouldn't come as any surprise to learn that research regarding Personality Type and Relationships shows a definite pattern which indicates that successful mates often share the same dominant function, and the same letter preference ("S" or "N") for their information gathering function. Of course, that does not mean that people with different preferences cannot have a happy, successful marriage, it simply indicates that people frequently settle down with individuals who are on their same "wave-length".

ENTPs in Relationships

Typically good-natured, upbeat & laid-back, ENTPs can be delightful people to be around. They get a lot of enjoyment & satisfaction from interacting with others, and especially enjoy discussing and debating theories and concepts which interest them. They may be prone to initiate arguments because they so enjoy the debate. They are generally fun-loving & gregarious, and can be quite charming. They have a problem with sometimes neglecting their close relationships when they become involved in the pursuit of a new idea or plan.

Relationship Strengths

- Enthusiastic, upbeat, and popular
- Can be very charming
- Excellent communication skills
- Extremely interested in self-improvement and growth in their relationships
- Laid-back and flexible, usually easy to get along with
- Big idea-people, always working on a grand scheme or idea
- Usually good at making money, although not so good at managing it
- Take their commitments and relationships very seriously
- Able to move on with their lives after leaving a relationship

Relationship Weaknesses

- Always excited by anything new, they may change partners frequently
- Tendency to not follow through on their plans and ideas
- Their love of debate may cause them to provoke arguments
- Big risk-takers and big spenders, not usually good at managing money
- Although they take their commitments seriously, they tend to abandon their relationships which no longer offer opportunity for growth

ENTP Natural Partners (in love and in life)

Before you read this section, I would like to put in a word of caution *not* to take this section too seriously. Take it for what it's worth, a statistical likelihood.

All that means is that given some large sampling of pairs of various personality types, the natural partners are the ones which get along best most frequently. However, for any given pair, too

many factors in life influence how a relationship develops for naturally matching personalities to be the determining factor. It's a possible edge, enough to use as the core for love partner matching on love matching sites like *chemistry.com* or *e-harmony*, but not enough to be used along as those sites also take into account other life factors like personal interests, jobs and such.

Natural partners listed here are for life, in general, although some of the text is written for love partners rather than just two people's ability to get along together well.

Although two well-developed individuals of any type can enjoy a healthy relationship, the *ENTP's natural partner* is the *INFJ*, or the *INTJ*. See their profiles on the [Digital Citizen](#) website. The ENTP's dominant function of Extraverted iNtuition is best matched with a personality that is dominated by Introverted iNtuition.

You may be interested in understanding how we came to the conclusion that certain types are ideal for each other. Our type pairing is a result of combining observation, research, and understanding of Jungian psychological type. Observation and research of married couples shows that there is a definite trend in types that are attracted to each other, and in type combinations that have the longest lasting relationships. Our understanding of psychological type helps to see that these types typically have the same dominant function, but with a different attitude.

In Jungian terms, "functions" refer to the four core traits: iNtuition (N), Sensing (S), Feeling (F), and Thinking (T). The term "attitude" refers to the direction of the function, *i.e.* Introverted (I) or Extraverted (E).

So, for example, a person with a personality type of ISFP has a dominant function of Introverted Feeling. More specifically, Feeling in the dominant function, and its attitude (or direction) is Introverted. A person with this personality type is likely to be most attracted to, and fit best with, a person that has Extraverted Feeling dominating their personality. Extraverted Feeling dominates the personality types ESFJ and ENFJ. We therefore determine that the ISFP's natural partner is the ESFJ or the ENFJ.

Our natural attraction to people who share our dominant function, but who use it in a different direction works very well for us. We not only flip-flop the Introverted or Extraverted trait, but we also flip-flop the Judging or Perceiving trait. In this way, the partner that we choose for ourselves will have a very different approach to dealing with the world. If we are laid-back and indecisive, our partner will be structured and decisive. If we are reserved, our partner will be outgoing. For all of our apparent differences, we will share a common vision of what's truly important in life.

For people whose personality types are dominated by Decision Making functions, (*i.e.* Thinking or Feeling), their ideal partners will include both Sensing and iNtuitive types. Many people have problems communicating effectively with people who do not share their same preference for Information Gathering. So, if you have a very strong preference for Sensing or iNtuition, you will need to give the personality type with the same preference a higher value as a likely natural partner. For example, an ISFP who strongly prefers Sensing will work best with an ESFJ, rather than an ENFJ.

Although we believe firmly that this model works very well to help in finding and maintaining healthy relationships, it is important to remember that it's just a tool. We offer guidelines to help you understand the kinds of things that you value in a relationship, rather than guidelines that you need to follow strictly. Two well-developed individuals of any type can make a relationship work, and work is a key concept here! There is no such thing as an effortless relationship. Don't use this model as an excuse to dump your relationship.

ENTPs as Lovers

"To love means to open ourselves to the negative as well as the positive – to grief, sorrow, and disappointment as well as to joy, fulfillment, and an intensity of consciousness we did not know was possible before."

– Rollo May

ENTPs' goals for their intimate relationships are similar to their other personal goals: growth & improvement. They constantly ask themselves questions such as: How can the relationship be improved? Where is the relationship headed? Am I growing in the relationship? They are likely to enthusiastically embrace new ideas and projects for themselves and their mates which they feel will propel them along their goal for growth and knowledge discovery. The ENTP's general enthusiasm and good intentions are usually quite positive and healthful in a relationship.

A problem area for ENTPs is their tendency to not follow through on their schemes. This can be frustrating to their mates and may create a "boy who cried wolf" syndrome in their relationships, with their partner never believing that the ENTP will actually do what they say they'll do.

Another potential problem area is the ENTP's general tendency towards "wildness" & willingness to take risks. They may lead the family into uncomfortable financial situations, which can be quite stressful on intimate relationships.

In general, ENTP's childlike enthusiasm and genuine interest in the health and direction of the relationship makes them willing and able to promote healthy, growing relationships with their significant others. They need to watch out for their tendency to be unaware of what others are feeling, and to inadvertently neglect their relationships when faced with exciting possibilities that are external to their personal life.

Sexual Tendencies

Sexually, the ENTP is enthusiastic and interested in positive, constant growth for both partners. They're likely to be very attentive, involved, and questioning. They enjoy spontaneity rather than fixed schedules, and fully embrace new ideas and adventures. They're likely to approach intimacy as more of a physical act which conveys affection, rather than as an opportunity to explicitly express affection.

ENTPs as Parents

*"You are the bows from which your children as living arrows are sent forth...
Let your bending in the archer's hand be for gladness;
For even as He loves the arrow that flies,
so He loves also the bow that is stable."*

– Kahlil Gibran

With their fun and upbeat natures, there's a little bit of kid inside all ENTPs. They approach parenthood with a fun-loving attitude which has a serious underlying goal: to make everything a learning exercise (for themselves as well as for their children) which promotes the child's growth into an independent, logical thinker.

The ENTP is likely to be somewhat inconsistent about spending quality time with their children. One minute they will exhibit a lot of interest and enthusiasm towards being around their kids, and will display a great deal of affection for them. However, as soon as they get caught-up in one of their grand schemes for improving a system somewhere, they're likely to inadvertently neglect their kids.

ENTPs as Friends

ENTPs can get along with almost all other types of people. They are iNtuitive about what makes others tick, although they generally lack the ability to sympathize or relate to others who do not see things the same way as the ENTP. They are flexible and easy-going, and genuinely enjoy interacting with others.

Although the ENTP is able to get along with a wide variety of people, they are likely to choose to surround themselves with people who are intelligent, capable, and idea-oriented. They love nothing better than engaging in a good debate with someone who can hold their end of the conversation. This will stimulate and energize the ENTP, who is highly competitive and loves to discuss theories.

Sometimes the ENTP falls into the habit of practicing "one-upmanship". If this goes unchecked, it may cause a problem with friendships and close interpersonal relationships.

Personal Growth

Perhaps the most important realization that an individual can make in their quest for personal growth is that there is no single formula that defines the path to personal success. We all have different goals and priorities, which means that different activities and attitudes will make us feel good about ourselves. We also have different natural strengths and weaknesses that are a part of our inherent personality type. How then, as individuals, can we feel successful in our lives?

Understand What's Important to You

Each personality type has a different idea of what it means to be successful. Self-knowledge is one common goal that will help everyone achieve personal success. So many people are hung up on somebody else's idea of what it means to be successful, and they are unaware of what is truly important to them. This is completely normal. We all have important role-models and influencers in our lives who may have basic values quite different from our own. If so, it's important to recognize that the discrepancy between what we have been taught is truly important and what we personally believe to be truly important is due to a difference in perspective. If we spend our time and effort trying to meet somebody else's idea of success, and ignore or belittle any conflicting messages from our own psyche, then we will find ourselves exhausted and unhappy. Realizing what is truly important to us is a major step towards achieving personal success.

Recognize Your Weaknesses Without Hiding Behind Them

While improving our self-knowledge and realizing our true goals can be very liberating, we should not discard the rules of the society in which we live. We must recognize that other people's value systems are no less important than our own. And we must recognize and accept that we live in a society in which certain personality types and behaviors are more suited towards particular tasks. This is the second key that will open the door towards personal growth.

For example, there are situations in which it is more appropriate & effective to show compassion and caring (Feeling), rather than impersonal logic (Thinking). Likewise, there are situations that call for using impersonal logic to make a decision, in which the more subjective viewpoint of the Feeling function is inappropriate and ineffective. Persons with a preference for Feeling will have a natural advantage over Thinkers in situations that require compassion and awareness of other's emotions. Conversely, persons with a preference for Thinking will have a natural advantage over Feelers in situations that require the ability to make a decision based on impersonal data.

As we learn about our personality type and the types of others, we are empowered with an understanding of why people react differently in different situations. When put into the context of Psychological Type, we can better accept and understand people's behaviors that are different from ours. These insights are extremely useful and powerful to us as individuals. However, if we are concerned with growing as individuals, we must take care not to use personality type as an excuse for our inappropriate behavior. While it's powerful and useful to notice that another person's inappropriate behavior may be due to their personality type, we cannot use the same reasoning on ourselves. We should recognize that our personality type has weaknesses, but we must use that knowledge to conquer those weaknesses rather than to excuse poor behavior. We cannot be responsible for other people's behavior, but we can control our own.

Accordingly, if we notice that someone seems to be unable to make an impersonal decision that is isolated from human perspective, we should say to ourselves, "Ah ha, here is a Feeler. This person does not use Thinking well, and that is why they're behaving this way." Yet when we as Feelers are presented with a situation that requires an impersonal approach, we should NOT say to ourselves "I am a Feeler, and can't be expected to make decisions based purely on impersonal facts & logic." This kind of rationalization for behavior is certainly an easy way out of a situation, but it enforces the weakness, making it weaker and weaker still.

Strive for Balance

Most of the weaknesses associated with any given personality type are a result of that type's dominant function overtaking the personality to the extent that the other functions become slaves to the dominant function. Although it is natural for every personality to be ruled by its dominant function, it becomes a problem when the supporting functions are not allowed to develop fully on their own because they are too busy "serving the master". In such cases, a personality can become quite imbalanced.

A situation in which the dominant function of a personality completely overshadows the other personality functions is analogous to a kingdom ruled by an overbearing king who requires absolute servitude. Imagine such a king sitting down to dinner in his castle. He keeps all of his servants running about to bring him dinner, and requires that they serve him fully (disregarding their own needs) until he is completely sated. His Foreign Minister, expected at an important affair at a neighboring kingdom, finds himself pouring ale. His Minister of Domestic Affairs, rather than addressing the issue of a failing economy, slices roast turkey. His staff grabs food for themselves here and there, but never get what they really need or want, and are consequently unsatisfied, malnourished, and underdeveloped. The issues that the staff should be taking care of are left undone, because they never finish their primary task of serving the king. The king's immediate needs are being met, and so he is tolerably happy, but he is an ineffective king. As far as he knows, everything and everybody exists simply to serve him. He has no concept of Success beyond his daily needs. Since he cannot see beyond his own needs, the entire kingdom suffers.

Likewise, a personality that has developed with a goal of serving the dominant function above all other considerations often results in a person who is imbalanced. In severe cases, weaknesses associated with the given type are often quite apparent to others and overshadow the individual's natural strengths. Such a drastic imbalance is not common, and may be the result of continuous & extreme stress. Most people will experience times in their lives during which they are stressed to the point of serious imbalance. People who experience this constantly have issues that need to be dealt with, and should seek help.

Much more commonly, we see individuals who exhibit both the strengths and weaknesses of their type. It is natural and healthy that each personality type is ruled by a dominant function, and that the other functions support the ruling function. We don't seek to change anyone's natural self, or to achieve a perfect balance amongst a personality's functions. By definition, a kingdom needs a king in order to exist, and a personality needs a dominant function. However, a kingdom with a well-developed and effective king (the dominant function), who has well-trained and educated advisors (the supporting functions), will thrive more than the kingdom ruled by a neglectful king who is supported by inexperienced advisors.

As we can see, Balance and Success are relative terms. They have different meaning for each personality type, but one statement is true for all types: Balance is the key to Success.

Opening the Door

So how do we go about realizing what's truly important to us? How do we recognize our weaknesses, and learn not to hide behind them? How do we become balanced? How do we open that magical door that will show us the way to personal growth and success?

There is no quickie scheme that will make you a successful person. Psychological Type is a powerful aid in our quest for excellence, but it is not the actual solution. It is a model that will help you to expand your understanding of human nature. An improved understanding of yourself and others will help you to find, follow or expand your path. An awareness and acceptance of the fact that one personality function may be more effective than another function in a given situation will help you to understand the relevance of personal growth to your life.

Carl Jung identified a process of personal growth that he called individuation, which is essentially the conscious realization of your true self, beyond the Ego that is presented by your conscious self. Our efforts to help people develop themselves is essentially the effort to help them to realize that their personal perspectives and conscious ideas are only a small part of who they are, and that the more they try to develop and defend this superficial “self”, the further they get away from their true Self. This realization helps a psyche in many concrete ways, and is also a positive step towards promoting a psyche that is open to the process of individuation. For the purposes of making this realization accessible to the general public, our writings are mostly void of complex theoretical discussion.

ENTP Personal Growth

What does Success Mean to You?

ENTP personalities are motivated by possibilities. They love the outside chances; the new or unusual combinations lurking within the ordinary everyday world of things and ideas. For them, something is always on the up, something is always tantalizing their desire to re-orchestrate life into new patterns and shapes; new ways of fulfilling what can be as strong as a never ending desire to beat the odds and win at every game in town, or as mild as a quirky personal need for constant variety and change. With their thinking tied to the myriad possibilities they see in the world, they act swiftly & decisively upon those angles, choices and combinations scarcely noticed by other types, but through which they can build whole new frameworks or completely redefine an existing external situation in such a way that it appears new, revitalized and once again full of promise. Sameness, stasis, conservatism, even daily routine, can be loathsome to fervent ENTPs, whose drive is always to be into something new, different and full of fresh possibilities, and who, given the opportunity, will always be the first to show others a new path to success in a venture, or to find a way of doing something that no-one has done before.

ENTP people measure their success by their “aha” moments, by the sense of satisfaction which comes as they spread their newly written maps before them and contemplate the new adventure, design, investigation or conquest which has now become their road ahead. What has gone before, previous achievements, ways of living - even people met along the way – are often now forgotten or considered passé, mere steps along a path now bringing a new frontier to be exploited for its gifts. Whether it is the search for knowledge, money, power, fame or pleasure, the ENTP will be found at the frontline, gazing into the distance and discovering new avenues toward, bigger, better or more satisfying outcomes.

ENTPs are the great problem solvers, discoverers and re-inventors of the world. Their insights into the world around them, their ability to see new ways of putting things together and making them work can bring them great success in virtually any industry or human pursuit that interests them. For this reason the ENTP is happiest in situations where they can use their iNtuitive powers freely and have the space in which to think upon the aspects and angles which come to them. Without fulfilling work and the freedom to use their mind most productively, ENTPs can quickly tire of a limiting situation. For this reason an open road toward success is an extremely important factor in the ENTPs life. Some, given a little opportunity, will clear one for themselves, but of all the types, it is the ENTP who has most need to be aware of the life and career situations they might commit to without sufficient thought for the future.

Allowing Your Strengths to Flourish

As an ENTP, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and be more content with your role.

Nearly all ENTPs will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

- The ability to hold many points of view in mind and see their differing merits.
- Seeing ways to do things others have not thought of.
- Able to give quick and diverse answers to any question of interest.
- Seeing the other side of a situation and making it known.
- Being able to juggle many differing jobs or processes at the one time.
- Easily capable of holding your own in any argument or discussion.
- The ability to quickly find the best or most useful side of others.
- Seeing the many connections between events and things which are not immediately obvious to others.

ENTPs who have developed their Introverted Thinking to the extent that they regularly and carefully interpret the information their Extraverted iNtuition brings to them will enjoy these very special gifts:

- The ability to solve puzzles and problems that have no obvious way to resolution.
- The ability to define schematically a new structure or design and know it will work.
- Knowing and giving to others the very thing they need when they are not sure themselves.
- A talent for innovative creation in writing, music or the visual arts.
- The gift of knowing which new ideas or changes will enhance rather than detract from their relationships with others.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without “bad”, there would be no “good”. Without “difficult”, there would be no “easy”. We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type’s potential problem areas.

Most of the weaker characteristics that are found in ENTPs are due to their dominant function of Extraverted iNtuition overtaking the personality to the point that the other functions exist merely to serve its purposes. In such cases, an ENTP may show some or all of the following weaknesses in varying degrees:

- The inability to maintain a comfortable situation or relationship once its possibilities have been realized or exhausted.
- A tendency to consider careful or meticulous thinkers as unworthy plodders or time wasters.
- Blindness to the needs and feelings of others not directly involved in the ENTP’s current area of interest.
- A lack of sensitivity to the feelings and ways of those who might need reassurance, security or commitment.
- The inability to deal carefully and calmly with the finer details of a situation or work in progress.
- Becoming overly annoyed by minor setbacks or small things that have to be set right before the goal can be realized.
- A tendency to be arrogant or boastful, or to demean those who cannot see the same answers.
- Can often find themselves in bad situations by too quickly taking a big step forward or by being “too smart for their own good”.

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the common ENTP problem of being so fascinated with their Extroverted iNtutions that they fail to develop a careful thinking process sufficient to balance it. Leaps of perception, new ideas and strange but fascinating juxtapositions are wonderful for the potential freshness and possible success they might bring. But if not carefully appraised and chosen wisely they can also take us far from the right path in life, take us from our friends, spoil our relationships and even bring personal or financial disaster. Without a well developed thinking function, the ENTP is always in danger of leaping over social, financial and personal constraints for the sake of following a new vision. This might be as simple as arousing the wrath of one’s partner by suddenly deciding to buy an expensive gadget or change something around the house without being concerned for their input or feelings, or as complex as allowing an ill considered entrepreneurial idea lead them into financial and social disaster, simply because the one sided vision of Extroverted iNtuition does not recognize or count the amount of small but important details which need to be right before such ideas can be realized.

Without a solid thinking function, the ENTP can easily discount or fail to notice the essential ethics of social & interpersonal relationship, often considering themselves “above” or untouched by such limiting values and often discounting the possibility that their actions might be or hurtful or seen as unethical by others. It is not that the one sided ENTP is deliberately hurtful, but simply ignorant of the effects which can flow from their often compulsive need for change or need to show how clever or individual they are. In the ENTP, the lack of a well developed Feeling Function means that they must learn to “understand” feeling in both themselves and others and come to terms with its affects. This understanding can only come from thinking carefully about the ways feeling affects not only themselves, but others, and the importance others place on this function. The ENTP has a feeling function more or less global in character and one which does not judge fine differences. This inability to discriminate feelings can allow the ENTP to say and do much that leaves others in the cold, so an effort to think about the feeling process can be essential. Without the understanding this brings, the ENTP can separate themselves from the ground of their life, from the constancy of their friends and family and, without even realizing it, they can easily find themselves in untenable positions where, without support, they wonder why they are suddenly alone and lost.

Another significant problem is where the ENTP has grown within or is locked by circumstances to an environment which limits their freedom or their ability to utilize their specific abilities. This forces the ENTP to narrow down their iNtuitive process to the point where it retains at least some freedom to operate within their life. Under such conditions however, the iNtuition is free only to range over a small & limited field of vision, a field which usually consists only of the very things the ENTP is normally unconcerned about: the small details of life & its familiar objects. Without the ability to take stock and apply careful thought to the ways they might expand their horizons, the ENTP in such situations can become morose, niggardly and obsessed with the most minor or intangible details – to the point where such minutiae fill their life and each day becomes a frustrating process of eliminating again and again the little problems which ever seem to stand in the way of the “big” picture – a picture which, as those around them know only too well, will never be realized.

Solutions

To grow as an individual, the ENTP needs to focus on carefully analyzing the information they receive via their Extraverted iNtuition. They need to allow themselves sufficient time and space to relax with the ideas and possibilities they can see. It is all too easy for the ENTP to assume that what they see is what they need. Careful thinking can allow the ENTP to “suss out” the best possible ways to proceed out of all the possibilities that come to them. At the same time, even if they are not able to share them, ENTP’s need at least to understand the joys and satisfactions that others derive within those situations the ENTP would not normally choose in life. Awareness of the ways and needs of others can be the key to understanding the most life affirming way ahead for the ENTP, for there is always a danger that they might choose paths without regard to the feelings and needs of others close to them. The ENTP learns from analyzing his experience, so the best way for the ENTP to grow as a person is to develop his thinking capacity. Thus, that while the desire to run out and do something “new” is an ENTP pattern of need, this need must be integrated into a whole way of life in which the rest of our human needs and those of others who rely upon our presence are also satisfied. Your task, as a person interested in personal

growth, is to understand yourself in a truly objective fashion, and how you can best give to the world, rather than just exploit the possibilities it bring to you.

The ENTP should always pay close attention to why they are acting upon new information. Are they acting out of a carefully considered motive to realize something truly worthwhile for themselves and others? Are they really seeking to improve life, or concerned with just making the next play, proving the point, showing others the moves or climbing the mountain just because it is there to climb, regardless of the consequences?

Living Happily

The problems ENTPs might have fitting into the world are not usually directly related to friends or relationships. Rather, the ENTP has trouble maintaining a stable and consistent lifestyle. While this can affect love relationships, the ENTP usually has such an endearing & capable “way” about them that others tend to follow their lead, even in the most trying of situations. The problems the ENTP generates in life are those associated with their constant need for individuality, excellence & new experiences which test their talents. While this can place great demand upon relationships, tensions are usually only apparent where the ENTP has made a love match with a person whose security needs are greater than their ability to allow their ENTP partner the freedom they need. The self aware ENTP must therefore not only be careful in considering their career choices, but also in choosing a life situation with a partner. Of all the types, the ENTP is most uncomfortable with compromise & ought not to place themselves in situations which demand it. The ENTP, most importantly, must become aware, through careful analysis of experience, just what kind of changes for the good or bad have been the direct result of their need for constant refreshment of life. Only through this awareness will the ENTP be able to focus on those perceptions which promise a better and more fruitful life.

Most ENTPs will experience career/life frustration and some relationship difficulties through their lives. The ENTP with well-developed Introverted Thinking will find these times easier to deal with. Accordingly, we offer some general suggestions for dealing with these difficulties, as well as some advice that will help the ENTP develop their Introverted Thinking.

Specific suggestions:

- Take time to really listen to the thoughts of others and try to see how they understand the world. Think about the ways in which your view of the world and your needs can mesh with theirs.
- Don't expect others to simply follow you or expect that they should see what you can see as a worthy goal. A good exercise is to imagine yourself as a blind or severely disabled person. Try to get the feel of what it would be like to have to organize your life from such a different perspective. Would your goals still be valid? Would they need re-thinking? Consider the possibility that while your way of thinking leads you to see other types as having limited vision or ability, the truth is that they are no more limited than yourself, but simply have a differing focus in life and differing needs.

- Realize and accept that for you a satisfying relationship will require you to attend to the small details of life and show an awareness of your partner's feelings. You might find this difficult, but it will pay the biggest dividends in return for your effort.
- Expanding your appreciation of the differences between people will expand your understanding of human expectations. Try to figure out the personality type of people that you know and encounter in your life.
- Take care to listen to what people express within different social and work situations. Notice the different ways they go about their dealings with others or solving their problems. Do not try to compare or judge their ways against your own, simply try to recognize the many ways it is possible to be at peace in the world.
- When having a conversation with a friend or relative, spend at least half of the time talking about them. Concentrate on really understanding where the person is coming from with their concerns. Ask questions.
- Think of the people who are closest to you. Remember that they have their own passions, satisfactions and needs. Try to visualize what that person is doing, and narrow down to how they are feeling at this moment; to one thing they might be thinking about. Don't pass judgment, just consider and reflect on why they might think or feel in just such a way.

Ten Rules to Live By to Achieve Success

1. **Feed Your Strengths!** Realize your gift of seeing past the obvious brings you a great capacity to reward yourself and others through your cleverness. Make sure you engage in activities and which can expose this potential at its most valuable level.
2. **Face Your Weaknesses!** We all have weaknesses. Recognizing your weaknesses for what they are (without beating yourself up) will give you the power to change your life for the better.
3. **Talk Through Your Perceptions.** Discussing what you see with others will them understand where you are coming from, and offer you the chance to discover the ways in which their input can balance your ideas.
4. **Relax and Enjoy the View.** Take the time to consider what you have, the gifts life has already brought to you. Try and discover the value & importance of those constant day to day things which support and nourish you.
5. **Be Aware of Others.** Understand that everyone has their own lives and their own perspectives. Everyone has something to offer. Try to identify people's personality type.
6. **Recognize Norms and Structures Are Necessary.** Remember that without the support and constancy of others, no-one can follow their dreams. The path you walk was laid by others, each of its stepping stones created to fulfill a different part of the human need for constancy and security. Without this support structure, you cannot go far.
7. **Get Out of Your Comfort Zone.** Understand that the only way to grow is to get outside of your comfort zone. If you're feeling uncomfortable in situation because it seems to be going nowhere, that's good! That's an opportunity for growth.

8. **Identify and Express Your Feelings.** You may have a hard time understanding your feelings. It's important that you try to figure this out. Don't let people down. If you determine that you value a person, tell them so every time you think of it. This is the best way to make them feel secure in your affections, and so to promote a long-lasting relationship.
9. **Be Accountable for Yourself.** Remember that no one has more control over your life than you have. Don't be a victim.
10. **Assume the Best, But Be Wary.** Your positive attitude nearly always creates positive situations. Just remember: to make them lasting and worthwhile you must build them on solid, carefully planned foundations.

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